Approval and Communication of Refinery, Maintenance, or Engineering Instructions

Document No.: RI-382	**Title:** Management of Organizational Changes	**Current Date:** 2/2012
Action: ☐ New ☒ Revision ☐ Cancellation		**Next Revision Due:** 2/2017
Responsible Organization: OE/PSM	**Position to Contact With Questions/Suggestions:** PSM Team Lead, ext. 2-1547	

Summarize Rewritten Material: **Review:** **Minor** ☐ **Complete** ☒

This RI went through a Human Factors review.
Revised to address multiple 2011 CCHMP Audit items including:
Added Process Safety related Maintenance positions, Contractor positions in Ops or Maintenance.
Definition of Temporary changes added.
Clarified MOOC is required for position changes with Ops OR Emergency Response.
Added guidance for MOOC team selection, added to include ee's and their representatives when appropriate.
Added training sign-off sheets required or alternately, document location of training records outside of database.
Updated Apppx I-B to match revised MOOC screening criteria. Relabeled Appx IV from pre-assessment to assessment.
Other minor clarifications throughout document.

REQUIRED COMMUNICATION/TRAINING

If Type 2 or Type 3 training is necessary – Instruction Owner is responsible for developing the training material and must work with Development Department Manager and Managers of affected personnel to coordinate training of affected personnel and documentation of training.

This document should be reviewed by:	**Type 1 Simple Change**	**Type 2 On-The-Job Training**	**Type 3 Classroom Training**
All Refinery Personnel	☒	☐	☐
Operations	☐	☐	☐
Maintenance & Reliability	☐	☐	☐
Technical	☐	☐	☐
HES	☒	☐	☐
Other: Refinery Leadership Team	☐	☒	☐

Necessary Approval for Instructions:

- Refinery Instructions: *Standard RI approvals have been check marked*
- Safe Work Practices: Development, Operations, Maintenance & Reliability, HES, and Refinery Manager
- Emergency Plans (400 Series RIs): Development, Operations, Maintenance & Reliability, HES, and Refinery Manager
- Engineering Instructions: Technical and HES Manager
- Maintenance Instructions: Maintenance & Reliability and HES Manager
- Cancellation of Instruction: Owner and Refinery or Appropriate Dept. Manager

APPROVALS

☒	**Instruction Owner:** Karen Draper	☒	**Development Manager:** *(first signature before final routing)* Rick Smith
☒	**Operations Manager:** Bruce Chinn	☐	**Technical Services Manager:**
☒	**HES Manager or OE/PSM Manager:** Steve Wildman	☒	**Maintenance & Reliability Manager:** Jay Peterson
☒	**Refinery Manager:** *(final signature)* Nigel Hearne	☒	**Other Manager:** Laurie Delaney

On Completion – Instruction Owner will send file and message to IPC to post on the Refinery server.

RICHMOND REFINERY INSTRUCTIONS

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RICHMOND REFINERY INSTRUCTIONS

1.0 PURPOSE, SCOPE, AND REQUIREMENTS

1.1 Purpose

The purpose of the Management of Organizational Change (MOOC) Policy is to ensure the proper management of an organizational change that could potentially impact the health and safety of personnel in and around the Richmond Refinery.

*Proper management of organizational changes can ensure critical process safety tasks are accounted for. These changes should be reviewed and implemented PRIOR to the change to ensure the critical process safety tasks continue to be executed with quality.

1.2 Scope

*This MOOC policy applies to permanent and temporary organizational changes lasting longer than 90 days (excluding personnel hired for specialty projects such as building a new process unit).

Positions affected by this policy include:

1. Operations positions including supervisor and engineering positions with direct operations responsibilities

2. Emergency response positions

*3. Maintenance positions associated with process safety responsibilities

*4. Health and safety positions associated with process safety responsibilities

*5. Permanent Operations or Maintenance contractor positions with process safety responsibilities where Chevron controls the number of permanent contractors.

*An MOOC shall be used to analyze these types of changes—MOOC Screening Checklist (Appendix I-B):

*1. Increases or decreases in the number of positions.

*2. A substantive increase in the duties of positions (see screening).

*3. Reorganization of a department or substantive changes in the responsibilities of positions.

This policy DOES NOT apply to employees changing roles.

1.3 Requirements

A written Management of Organizational Change Policy is required by:

1. The Richmond (California) Industrial Safety Ordinance (RISO) 42-01, Section 6.43.090(b)(e) Human Factors Program.

2. The Contra Costa County (California) Health Services, Human Factors Guidance Document (incorporated into RISO by reference) Section B, Chapter 7, Management of Organizational Changes, and Chapter 8, Employee Participation.

*3. Chevron Corporation Operational Excellence Management System (OEMS) Element 4.1.

2.0 ROLES AND RESPONSIBILITIES

*Role	*Responsibilities
Change Manager = Manager of affected Work Group (RBM or equivalent)	• Notify OE/PSM Manager and PSM Team Lead of the proposed change. • Complete preliminary description of the proposed change and provide to the OE/PSM Manager. • Ensure an MOOC and all actions items are complete PRIOR to the implementation of the change. • Assign an MOOC Facilitator. • Select the MOOC team members in consultation with the MOOC Process Advisor.
MOOC Process Sponsor (OE/PSM Manager)	• Review the preliminary description of the change with the Change Manager and determine if an MOOC Assessment is required. • Document the determination.

*Role	*Responsibilities
MOOC Process Advisor (PSM Team Lead)	• Provide MOOC Training to MOOC Facilitator and/or MOOC Team. • Serves as a Subject Matter Expert (SME) for MOOC process. • Maintain and update MOOC policy.
MOOC Facilitator	• Coordinate and lead the MOOC process. • Control the MOOC documentation. • Ensure change is thoroughly reviewed.
Employees and Contractors	• Participate in the MOOC process as team members when required.
Senior Management (Operations Manager, Maintenance Manager or equivalent)	• Review and approve the action plan. • Approve for implementation.

*3.0 MOOC PROCEDURE

3.1 MOOC Preliminary Assessment

1 Notification

*The OE/PSM Manager and PSM Team Lead shall be notified of proposed changes to any position meeting the criteria as defined under the scope section of this policy. This is the responsibility of the manager to whom the position reports.

2. Description of Change

The manager of the affected work group (Change Manager) is responsible for completing a Description of the Proposed Organizational Change (Appendix I-A) and for providing that document to the OE/PSM Manager.

3. Screening Proposed Change

The OE/PSM Manager in consultation with the Change Manager shall:

a. Review the description of the proposed change.

b. Discuss the proposed change with the Change Manager.

*c. Determine whether an MOOC assessment is required based on the Change Summary (Appendix I-A).

*If it is determined that the MOOC will not be executed, no detailed MOOC assessment is required.

*d. Document the determination on the MOOC Screening Checklist (Appendix I-B) in the MOOC database.

***If an MOOC is determined to be required as defined in Section 3.2 (3), then the Change Manager and OE/PSM Manager will:**

4. Assign an MOOC Team

*A team of two or more personnel shall be established to analyze the change. The size and makeup of the team should be appropriate, including Engineering, Maintenance, Operations as well as health and safety for the type and complexity of the change. Employees and their representatives shall be part of MOOC teams that are evaluating represented positions.

*5. Assign an MOOC Facilitator.

6. MOOC Team Training

Before beginning an MOOC Assessment, the MOOC Team members will receive just-in-time training on the purposes, goals, and procedures of the MOOC Assessment process.

*a. The MOOC Facilitator will ensure that all MOOC Team Members, who have not received MOOC Assessment training during the past 12 months, are trained or re-trained. Participation in this training will be documented, and this documentation will be submitted to the Development Department.

b. As part of their training on the MOOC Assessment process, MOOC Team Members will be required to read:

(1) This Policy and its Appendixes.

(2) The Contra Costa County Health Services Safety Program Guidance, Section B, Chapter 7.

*3.2 MOOC Detailed Assessment Process

1. Overview

The MOOC Assessment process consists of three primary phases of activity:

a. Understanding the proposed change,

b. Planning for the proposed change, and

c. Implementing and monitoring the change.

*The MOOC Facilitator is responsible for tracking the MOOC Assessment process by maintaining and updating Appendix IV (*Management of Organizational Change*) throughout the process.

2. Understanding the Proposed Change

The first phase of the MOOC Assessment process is to develop a clear understanding of the existing situation (e.g., job functions/activities and responsibilities) and of the change(s) proposed to the existing situation, so that an analysis can be conducted of the potential impact of the proposed change(s) on safety and emergency response.

a. For each job/position proposed for change, the MOOC Team:

*(1) Will develop a clear understanding of the purpose, scope, and the timing of the proposed change, and shall document that understanding on the Change Summary (Appendix I-A).

(2) Will develop a list of the current functions/activities of the job/position proposed for change using an Appendix I-C; and

(3) Will develop a list of work processes that may be affected by the proposed change, using Appendix I-D for this purpose.

*b. The MOOC Team will undertake the following activities in order to capture complete and relevant information on Appendixes I-B, I-C, and I-D:

(1) Collect and review the most current version of the written description of the job/position;

*(2) Obtain information from the relevant supervisor(s)/ manager(s) regarding the actual day-to-day functions/ activities and responsibilities of the job/position; assess impact on off-hour support for non-24/7 positions, and

(3) Review RI-400, RI-434, and other documents describing the current duties, responsibilities, and functions of the job/position.

*c. For proposed changes to multiple jobs/positions, use the Health, Safety, and Emergency Response Position Screening worksheet (Appendix I-E).

*d. When the steps of this section have been completed, a clear understanding of the existing situation (technical basis) will have been developed by the MOOC Team.

3. Evaluating and Planning for the Proposed Change

The second phase of the MOOC Assessment Process is to evaluate the potential impact of the proposed change on safe operations and emergency response, and to develop a plan to eliminate and/or mitigate adverse impacts on safe operations and emergency response.

***NOTE:** The MOOC Change Facilitator is responsible for working with the MOOC Team to adapt the Appendix II (A-J) worksheets in order to make them relevant to the existing situation and to the proposed change.

*a. Based on the information collected during the first phase of the detailed assessment, the MOOC Team should determine which Appendix II (A-J) worksheets are applicable to evaluate the actual and potential impacts of the proposed change on safe operations and on emergency response.

b. The appropriate Appendix II (A-J) work sheets shall be completed by the MOOC Team.

*c. Using the information developed as a result of completing the Appendix II (A-J) worksheets, the MOOC Team must prepare a proposed action plan, using Appendix III.

*__NOTE__: Action plan items are those that would eliminate and/or mitigate the potential adverse impacts of the proposed change on safe operations and emergency response.

For each potential adverse impact, the MOOC Team is encouraged to develop multiple and alternative action items that could eliminate/mitigate each potential adverse impact. Items on the action plan may include, but are not limited to:

(1) Changes to operating procedures or emergency response procedures,

(2) Training of personnel,

(3) Changes to other jobs/positions, and

(4) Hardware changes.

*d. In consultation with relevant supervisor(s)/manager(s), the MOOC Team will identify personnel who will be directly impacted by the proposed change (and their representatives), and:

* (1) Will provide affected personnel (and their representatives) the opportunity to review the Appendixes. I, II, and III, as completed by the MOOC Team.

* (2) Will provide affected (and their representatives) with an Directly Affected Employee MOOC Concern Form (Appendix VI) on which such individuals can express additional safety and emergency response concerns and/or suggest action items that could mitigate, if not eliminate, those concerns.

* (3) Once directly affected personnel (and their representatives) are informed of the proposed change, they will have 15 calendar days to review MOOC Team's findings and action plan. Any feedback can be submitted using the "Directly Affected Employee MOOC Concern Form" (Appendix VI).

*(4) The MOOC Facilitator and Change Manager shall review each submitted Appendix VI document. All Appendix VI information and any additionally required action items will be incorporated into the MOOC Team documents. The original Appendix VI submittals will become part of the MOOC Assessment documentation retained by OE/PSM.

*(5) Once the action plan is finalized, the MOOC Facilitator and OE/PSM Manager (or delegate) will meet with senior management from all affected organization(s) to review and approve (and recycle if necessary) the action plan.

(6) Prior to management's approval to implement the change, the MOOC Facilitator is responsible for ensuring that the necessary MOOC Pre-Implementation activities are completed including:

*(a) Ensure the agreed-upon action items are completed prior to the change taking effect.

*(b) Ensure the creation or revision of any documentation (procedures including maintenance or HES procedures, job description, etc.) resulting from the proposed change is completed.

*(c) Ensure personnel directly affected by the MOOC changes are trained (if needed) on new job responsibilities and organizational structure prior to the change taking effect.

(d) Ensure that job descriptions (of directly impacted jobs) are reviewed collectively, to be sure that no gaps in coverage exist.

4. Communication Regarding the Proposed Change

*a. For changes not implemented within six months of the MOOCs creation, the Change Manager or delegate shall provide a status update to personnel directly affected by the proposed changes.

*b. For changes that will not be implemented, the personnel that would have been impacted shall be informed by the Change Manager or delegate of the intent to cancel the proposed MOOC.

5. Approving the Change

*a. Documenting the Process:

*(1) The Change Manager or delegate shall verify action items for completeness prior to authorizing the organizational change. Verification of post-MOOC changes will also be required prior to signing the MOOC off as complete.

(2) The proposed change will not take effect until senior management of the organization in which the change is to occur and, if applicable, the senior management of any other organizations that will be affected by the proposed change, have reviewed the results of the Pre-Implementation activities, and have given final written approval on Appendix IV to implement the change.

*b. Document Management:

*(1) Each MOOC Facilitator for an MOOC Assessment is responsible for completing Appendix IV which tracks progress toward completing the MOOC Assessment, and for maintaining all documents created or received during the MOOC Assessment process. When the MOOC Assessment is completed, the MOOC Facilitator is responsible for transferring all documentation created and received during the MOOC Assessment to the OE/PSM Manager. In particular, ensure training records or reference to external training database is documented within the MOOC.

6. Post-MOOC Requirements

*a. The Change Manager shall be responsible for soliciting and reviewing all Post-MOOC Feedback and discussing that Feedback with OE/PSM Management to determine what additional action items, if any, are to be implemented.

*b. After the change has been implemented:

(1) Each MOOC Facilitator for an MOOC Assessment is responsible for collecting and documenting all Post-MOOC Feedback, noting what additional action items have been

completed in response to such feedback, and to provide all such documentation to the OE/PSM Manager.

The Change Manager will consult with directly affected employees to discuss the Post-MOOC Feedback received to date, and to determine whether the change has generated any additional issues, concerns, or recommendations/suggestions.

(2) The Change Manager will determine what additional action items, if any, are to be taken.

(3) The Change Manager will provide feedback to the employees who suggested changes, communicating the disposition of their recommendations.

RICHMOND REFINERY INSTRUCTIONS

*APPENDIX I-A

SAFETY

MANAGEMENT OF ORGANIZATIONAL CHANGE

CHANGE SUMMARY

Title of position to be affected: **Existing position reports to:** **Existing position supervises:** **Organizational Chart attached:** ☐ yes ☐ no **Written Job Description including safety and emergency response duties attached:** ☐ yes ☐ no
Description of Organizational Change: **Position will report to:** **Position will supervise:** **Proposed (Revised) Organizational Chart attached:** ☐ yes ☐ no **Proposed (Revised) Written Job Description including safety and emergency response duties attached:** ☐ yes ☐ no
Purpose of change:
Scope of change:
Date the proposed change is to take effect:
Other information:

Completed by: _____ **Dated:** _____

☐ **Change Manager** ☐ **Change Manager delegate** ☐ **MOOC Coordinator** **(check all that apply)**

*REVISED: 2/12 (Replaces 9/06)

382-I-A

Certified as current and accurate: 2/12

RICHMOND REFINERY INSTRUCTIONS

*APPENDIX I-B

SAFETY

MANAGEMENT OF ORGANIZATIONAL CHANGES

*MOOC SCREENING CHECKLIST

Name of Submitter: _____

WILL THE PROPOSED CHANGE RESULT IN:	In operations (including engineers and supervisors with direct responsibilities in operations)?	Positions with emergency response duties?	*Maintenance positions associated with Process Safety responsibilities?	*Health & Safety positions associated with Process Safety responsibilities?	*Permanent Operations or Maintenance contractor positions with Process Safety responsibilities
	(Y/N)	(Y/N)	(Y/N)	(Y/N)	(Y/N)
** *INCREASES OR DECREASES IN THE NUMBER OF POSITIONS:					
** A *SUBSTANTIVE INCREASE* IN THE DUTIES OF POSITIONS:					
** *SUBSTANTIVE CHANGES IN THE RESPONSIBILITIES OF POSITIONS:					

** *NOTE: Applies to permanent and temporary changes >90 days (see Section 1.2 of RI).

*Completed by (OE/PSM Manager/delegate): _____

Date: _____

*REVISED: 2/12 (Replaces 9/06)

Certified as current and accurate: 2/12

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RICHMOND REFINERY INSTRUCTIONS

APPENDIX I-C

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

WORK FUNCTIONS RESPONSIBILITIES MAP

Item	Existing Work Functions/Activities, including those associated with Health, Safety or Emergency Response Responsibilities**	Required to Continue? Y/N	New Owner and, if none, justification for elimination of activity	Training/ Communication Required?	Status?
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					

****NOTE:** These responsibilities are of the person or position that is being eliminated, consolidated, or changed.

All Items Resolved: Approver/Date:

Name: _____ **Date:** _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX I-D

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

HEALTH, SAFETY, AND EMERGENCY RESPONSE WORK PROCESS SCREENING

Work or Process Affected	Yes/No? **	Potential Safety Impact (if any)***	Priority
Safety & Health Management App. II-A			
Line mgmt. involvement			
Injury/illness recordkeeping			
Injury/illness investigation			
Departmental safety meetings			
Routine self safety audits/inspections			
Accident/incident reporting			
Safety suggestion systems			
Safety/Health committees			
Safety/Health performance appraisals			
Observation programs			
Enforcement & corrective action			
Safe Work Practices App. II-C			
Work authorization (permitting)			
Confined space entry procedure			
LOTO procedure			
Hot work procedure			
Fire watch procedure			
Confined Space Entry procedure			
Other			
Safety & Health Training App. II-B			
Process Safety Management App. II-D			
Contractor Safety App. II-E			
Emergency Response App. II-F			
S&H Regulatory Compliance App. II-G			
Occupational Health Program App. II-H			
Operations Safety Effectiveness App. II-I			
Craft Safety Effectiveness App. II-J			

NOTES:

** A "yes" answer requires the use of the associated Appendix II checklist.

*** This is the impact on the business because of the person or position that is being eliminated or consolidated.

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

HEALTH, SAFETY, AND EMERGENCY RESPONSE POSITION SCREENING

List Positions Affected	Description**	Potential Health, Safety & Emergency Response Impact**	Priority
Operations			
Maintenance			
O&M Supervisors			
Managers			
Safety			
Industrial Hygiene			
Staff (Supervisors, HR, etc)			
Security			
Other			

NOTE: This is the impact on the business because of the person or position that is being eliminated or consolidated.

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

HEALTH & SAFETY MANAGEMENT CHECKLIST

Could The Change . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Health & Safety Management	Action For	By (Date)
1. Affect the **reality** of line management commitment to safety?					
2. Affect the **perception** of line management commitment to safety?					
3. Affect the visibility of line management in the plant (i.e., walking the talk)?					
4. Affect accountability for safety?					
5. Require revision or consideration of the S&H Policy statement?					
6. Require revision of the safety manual(s) or booklet(s) for the Refinery?					
7. Require revision to safety awareness programs?					
8. Require changes in the manner in which departmental safety meetings are done?					
9. Require changes in the manner in which safety bulletins or periodical newsletters are prepared or issued?					
10. Require changes in the way that safety and health information is communicated?					
11. Affect the injury and illness reporting and investigation procedure?					
12. Affect the involvement of direct supervision in the management of workplace injury and illness cases?					
13. Affect the manner in which safety performance data are collected, analyzed, and reported?					

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-A
MANAGEMENT OF ORGANIZATIONAL CHANGE

SAFETY

Could The Change . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Health & Safety Management	Action For	By (Date)
14. Affect the manner in which safety performance goals or targets are established?					
15. Require revisions to written role descriptions for managers, supervisors, technical staff, operators, maintenance crafts, or other safety-critical personnel?					
16. Potentially affect the environment?					
17. Necessitate discussions with the community about the change?					
18. Require changes in the way that drug and alcohol control policies are administered?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

HEALTH & SAFETY TRAINING CHECKLIST

Could The Change . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Health or Safety Training	Action For	By (Date)
1. Require changes to the safety training **programs** for the **Refinery** as a whole?					
2. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) for the **Refinery** as a whole?					
3. Require changes to the safety training **programs** within the **Refinery**?					
4. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) within **Refinery**?					
5. Require changes to the safety training **programs** for the **Assets Org. or equivalent** as a whole?					
6. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) for the **Assets Org. or equivalent** as a whole?					
7. Require changes to the safety training **programs** within the **Assets Org. or equivalent**?					
8. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) within **Assets Org. or equivalent**?					
9. Require changes to the safety training **programs** for the **Area/ABU** as a whole?					
10. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) for the **Area/ABU** as a whole?					
11. Require changes to the safety training programs within the **Area/ABU**?					

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-B

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

Could The Change . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Health or Safety Training	Action For	By (Date)
12. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) within **Area/ABU**?					
13. Require changes to the safety training **programs** for the **Plant** as a whole?					
14. Require changes to the safety training **materials** (i.e., workbooks, videos, etc.) for the **Plant** as a whole?					
15. Require changes to the safety training programs within the **Plant**?					
16. Require new or different instructors who must be trained?					
17. Result in changes in safety procedures which will require new or additional training?					
18. Require training of existing employees in procedures or practices that will be new to them?					
19. Require changes in "on-the-job" training? *(as opposed to future training)*					
20. Affect "hands-on" application support?					
21. Result in changes in how the safety training recordkeeping system functions?					
22. Require special "one-time" training to implement the change?					
23. Require simultaneous tasks or procedures to be performed?					

Approver (Manager) and Date: _____

*REVISED: 2/12 (Replaces 9/06)

Certified as current and accurate: 2/12

CUSA-EPA-0000346

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-C

SAFETY

MANAGEMENT OF ORGANIZATIONAL CHANGE

SAFE WORK PRACTICES CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Safe Work Practices	Action For	By (Date)
1. Color Identification and Labeling of Equipment and Lines (RI-302)?					
2. Preventing Exposure to Corrosive Chemicals and Defining Yellow Lined Areas (RI-321)?					
3. Respiratory Protective Equipment (RI-338)?					
4. Hot Work and General Work Permits?					
5. Hot Work and General Work Permits Benzene Compliance (RI-348)?					
6. Control of Entry Into Process Areas (RI-375)?					
7. Opening Process Lines (RI-376)?					
8. Connection to Refinery Utility Systems (RI-503)?					
9. Excavation Procedures (RI-505)?					
10. Connection to Refinery Electrical Systems (RI-509)?					
11. Chemical Cleaning of Refinery Equipment (RI-617)					
12. Temporary On-Line Leak Repairs (RI-621)?					
13. Hot Tapping Lines (E-671)?					
14. Approved Crane and Rigging Practices (M-820)?					
15. Radioactive Materials (RI-9020)?					
16. Release of Operating Equipment for Mechanical Repairs (RI-9900)?					

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-C

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Safe Work Practices	Action For	By (Date)
17. General Procedures for Entering/Working in Confined Spaces (RI-9920)?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-D

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

PROCESS SAFETY MANAGEMENT (PSM) CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve PSM	Action For	By (Date)
1. Employee participation?					
2. Process safety information?					
3. Process hazard analyses?					
4. Operating procedures?					
5. Operator Training?					
6. Contractors? (also see App. B-5)					
7. Pre-startup safety review?					
8. Mechanical integrity?					
9. Hot work permit?					
10. Management of change?					
11. Incident investigation?					
12. Emergency planning and response? (also see app. B-6)					
13. Compliance audits?					
14. Injury Illness & Prevention Program					
15. Risk Management Plans					
16. Human Factors Program					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-E

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

CONTRACTOR SAFETY CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Contractor Safety	Action For	By (Date)
1. Persons responsible for implementing a contractor S&H program?					
2. New contractors in the Refinery?					
3. Types of work performed by contractors?					
4. Contractor pre-qualification procedures?					
5. Owner's S&H requirements for contractors?					
6. Owner's pre-bid package for contractors?					
7. Contractor selection process?					
8. Pre-job activities?					
9. Contractor S&H statistical reporting?					
10. Inspections and audits of contractor work in progress?					
11. Investigation of contractor incidents?					
12. Contractor emergency drills and exercises?					
13. Periodic evaluation of contractor's safety & health performance?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-F

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

EMERGENCY RESPONSE CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Emergency Response	Action For	By (Date)
1. The Refinery's written emergency response plans?					
2. The written emergency response plans within the Refinery?					
3. The personnel who respond to emergencies as part of an organized response team?					
4. The personnel who respond to emergencies within the Refinery, Area/ABU or Plant?					
5. The Area/ABU or Plant emergency alarm or notification system?					
6. The procedures for notifying off-duty personnel to respond to an emergency?					
7. The incident command system?					
8. Emergency response training?					
9. Personnel needing emergency response training?					
10. Compliance program or strategy for emergency response regulations? (also, see S&H Regulatory Checklist)					
11. On-call list?					
12. Require simultaneous tasks or procedures to be performed?					

Approver (Manager) and Date: _____

*REVISED: 2/12 (Replaces 9/06)

Certified as current and accurate: 2/12

CUSA-EPA-0000351

RICHMOND REFINERY INSTRUCTIONS

HEALTH & SAFETY REGULATORY COMPLIANCE CHECKLIST FOR SELECTED REGULATIONS

Could The Change Require Changes In Compliance Programs For...	Yes/ No	Possible Effect	Action to Maintain or Improve Health or Safety Regulatory Compliance	Action For	By (Date)
OSHA (General)					
1. Injury/illness recordkeeping (CCR14300)					
2. Handling OSHA inspections?					
OSHA General Industry Work Practices					
3. LOTO (CCR 3314, 6816)?					
4. Confined space entry (CCR 6816, 5157)?					
5. Electrical safety - General Industry					
6. (Title 8 Chap 4, Subchapter 5)?					
7. Electrical safety - Special Industries					
8. (Title 8 Chap 4, Subchapter 5)?					
OSHA Emergency Response					
9. Emergency and fire prevention plans					
10. (CCR 3221)?					
11. Fire brigades (CCR 3411, 3402)?					
12. Hazardous waste operations and emergency response (Hazwoper) (CCR 5192)?					
13. Medical services and first aid (CCR 3400)?					
OSHA PSM (see separate checklist)					
14. (CCR 5189)					
OSHA Other Selected Standards					
15. Scaffolds (CCR Article 21, 22, 23)?					
16. Powered industrial trucks					
17. (CCR Article 24, 25)?					
18. Excavation (CCR Article 6)?					
OSHA Health Standards (selected)					
19. Hazard communication (CCR 5194)?					
20. Personal protective equipment (CCR Article 3)?					
21. Respiratory protection (CCR 5154)?					
22. Occupational noise exposure					

Could The Change Require Changes In Compliance Programs For...	Yes/ No	Possible Effect	Action to Maintain or Improve Health or Safety Regulatory Compliance	Action For	By (Date)
23. (CCR Article 105 5095-5100)?					
24. Radiation (CCR 1801)?					
25. Asbestos (CCR 5208)?					
26. Benzene (CCR 5218)?					
27. Lead (29 CFR 1910.1025 or 1926.62)?					
28. Access to employee exposure and medical records (CCR 3204)?					
29. Bloodborne pathogens					
30. Title 8 Section 5193?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

OCCUPATIONAL HEALTH CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Occupational Health	Action For	By (Date)
General					
1. Management of potential workplace illnesses?					
2. Administration of general medical examinations?					
3. Administration of OSHA-required medical examinations?					
4. Administration of OSHA health regulations?					
5. Exposure monitoring strategy?					
6. Handling employee complaints?					
Respiratory Protection (see also S&H Regulatory Checklist)					
7. Program administration?					
8. Persons subject to use of respirator?					
9. Fit testing program?					
10. Training?					
11. Selection and use?					
12. Cleaning, maintenance, and repair?					
Hearing Conservation and Noise (see also S&H Regulatory Checklist)					
13. Program administration?					
14. Persons subject to use of hearing protection?					
15. Audiometric testing & recording shifts?					
16. Training?					
17. Selection and use?					
18. Signage?					

Could The Change Require Changes In . . .	Yes/ No	Possible Effect	Action to Maintain or Improve Occupational Health	Action For	By (Date)
Personal Protective Equipment (see also S&H Regulatory Checklist)					
19. Program administration?					
20. Persons subject to use of PPE?					
21. Selection criteria?					
22. Training?					
Hazard Communication (see S&H Regulatory Checklist)					
Chemical-Specific Standards (see S&H Regulatory Checklist)					
Heat Stress					
23. Administration of program?					
Engineering Controls					
24. Maintenance of ventilation systems?					
Ergonomics					
25. Administration of program?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

OPERATIONS EFFECTIVENESS HEALTH AND SAFETY CHECKLIST

Factor or Issue of Concern	Yes/ No/ NA	Action to Maintain or Improve Operations Effectiveness for Health & Safety	Acton For	Date
Planning and Participation				
1. Has a process been established to involve affected personnel in the safety and health considerations pertaining to the change?				
2. Should a special team be considered as one means to obtain employee participation and input?				
3. Should on-shift meetings be considered as one means of obtaining employee input and ensuring communication?				
Administrative Factors				
4. Are new lines of authority established and understood by all, particularly with regard to around-the-clock communications?				
5. Are procedures in place for decision making, particularly in off-hours?				
6. Have the procedures for calling out additional personnel been addressed?				
Human Factors				
7. Will the responsible operator be able to monitor critical controls and alarms?				
8. Will the responsible operator be able to deal with the number of alarms associated with an upset or emergency?				
9. Will the responsible operator be able to monitor appropriately the number of control loops assigned?				
10. Are the roles, responsibilities, and authorities of the board and field operators clear and concise?				
11. Are there procedures and equipment in place to promote clear communication between board and field operators?				
PHA Reviews				
12. Have the PHA reports been reviewed to identify events where safeguards include the effected operating positions or effected operating organizations?				
13. Are these safeguards still appropriate?				

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-I

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

Factor or Issue of Concern	Yes/ No/ NA	Action to Maintain or Improve Operations Effectiveness for Health & Safety	Acton For	Date
Operating Procedures				
14. Have the operating procedures been revised to reflect the new assignments and duties, as appropriate?				
15. Do the procedures provide for safely conducting activities for each phase of operation?				
16. Initial start-up				
17. Normal operations				
18. Temporary operations				
19. Emergency shutdown				
20. Emergency operations				
21. Normal shutdowns				
22. Start-up following turnaround or emergency shutdown				
23. Are the procedures written such that staffing is appropriate for special tasks such as lighting furnaces, special line-ups and transfers, operator entry into confined spaces such as pits, or similar tasks where short-term assistance may be necessary?				
24. Are procedures in place for managing changes to operating procedures, particularly during off hours?				
25. Require simultaneous tasks or procedures to be performed?				
Emergency Procedures				
26. Can the operator(s) reasonably complete all tasks necessary to safely shut down the process?				
27. Does the answer change if all instrumentation fails simultaneously?				

Factor or Issue of Concern	Yes/ No/ NA	Action to Maintain or Improve Operations Effectiveness for Health & Safety	Acton For	Date
28. Are emergency valves, switches, and shutdown devices accessible?				
29. Is staffing appropriate to make proper emergency communications (local and facility communications; affected units)?				
30. Does the operator have time to activate emergency systems such as manual sprinkler systems and fire water monitors?				
31. Are the number and location of emergency breathing apparatuses appropriate for both board and field personnel?				
32. Does the change affect the makeup of the plant's emergency response teams or fire brigade?				
33. Are there procedures to address response to medical emergencies?				
34. Are there procedures for dealing with non-emergency injuries and illnesses?				
Training				
35. Are the employees affected by the change identified and informed of the changes?				
36. Are affected employees trained in the operating procedures as appropriate?				
37. Are affected employees trained on significant hazards (chemical and physical) and use of appropriate personal protective equipment (PPE) for their area/work responsibility?				
38. Are process managers and supervisors trained in the hazards of processes for which they are now responsible? Have they demonstrated proficiency and knowledge as appropriate?				
39. Is all training documented?				
40. Are plans in place for appropriate emergency drills, involving all affected operating personnel?				
Process Safety Information (PSI)				
41. Did the change result in any modifications to PSI?				

Factor or Issue of Concern	Yes/ No/ NA	Action to Maintain or Improve Operations Effectiveness for Health & Safety	Acton For	Date
42. Chemical hazards				
43. Process technology				
44. Process equipment				
Equipment Changes				
45. Did the change result in modification to equipment?				
46. If "Yes," is Management of Change process completed?				
47. Are the changes mechanically complete?				
48. Is a pre-start-up safety review (PSSR) planned or complete?				

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX II-J

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

CRAFT SAFETY EFFECTIVENESS CHECKLIST

Could The Change Require Changes In . . .	Yes/ No	Possible Affect	Action to Maintain or Improve Craft Safety	Action For	By (Date)
1. The way in which work is assigned to crafts?					
2. Work authorization procedures (craft's perspective)?					
3. The nature or type of work assigned to particular crafts?					
4. The amount of supervision provided?					
5. Technical or functional direction for crafts?					
6. The way in which persons within a craft work together?					
7. The way in which various crafts work together?					
8. Supervision of multi-craft tasks?					
9. Quality assurance of craft work?					
10. Skills required within a craft?					
11. Skill level within a craft?					
12. Training required within a craft?					
13. Informal or on-the-job training in safe work practices?					
14. Craft safety meetings?					

Approver (Manager) and Date: _____

RICHMOND REFINERY INSTRUCTIONS

APPENDIX III

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

ACTION ITEM WORK SHEET

Item	Action Required Action Taken	Assigned To	Completed By	Due Date	Completed Date	Status	Approved as Complete
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							

Approver (Manager) and Date: _____

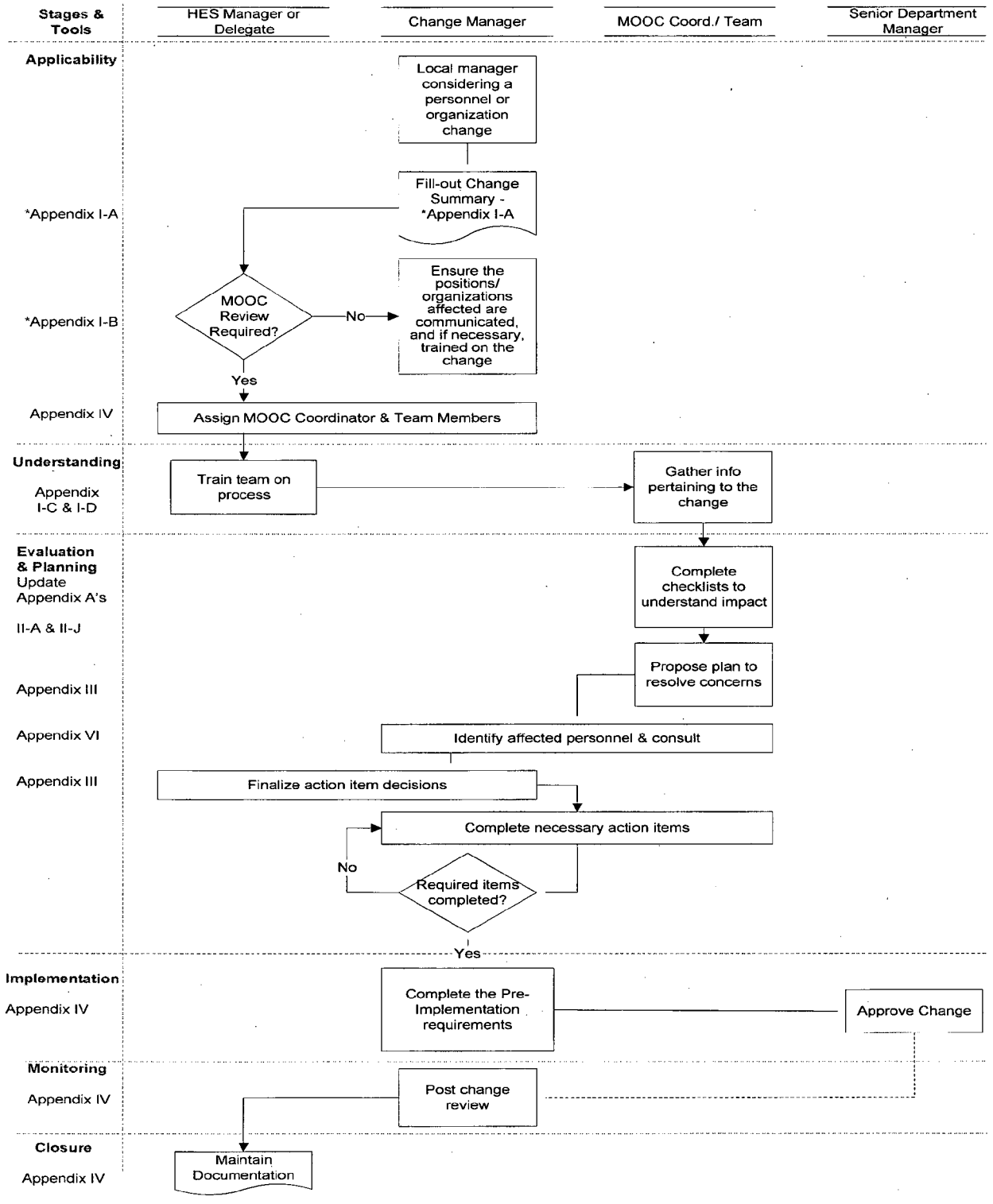
RICHMOND REFINERY INSTRUCTION

APPENDIX IV

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

*Click here to obtain the electronic copy of the Management of Organizational Change Form.

MANAGEMENT OF ORGANIZATIONAL CHANGE FORM		
MOOC	**Change Manager**	**HES Manager/Delegate**
Change Team Members and Disciplines		
MOOC Coordinator:		
Position or Job Supervisor:		
• Safety Representative:		
• Customer/Supplier:		
• Job Similar to Incumbent:		
• Other:		
• Optional:		
Summary of Changes		
Phase 1: Assessment Activities	**Completed By:**	**Date:**
Understand Existing Situation		
Evaluation and Planning for the Changes		
Affected Personnel Input Considered		
Action Item Decisions Made		
Action Items Assigned		
Phase 2: Prestart-Up Activities	**Completed By:**	**Date:**
Necessary Action Items Completed		
Affected Personnel Trained/Communicated		
Documentation Updated		
Phase 3: Approvals for Change to Take Place	**Completed By:**	**Date:**
Change Manager		
Senior Management		
Phase 4: Post-Change Actions	**Completed By:**	**Date:**
Post Feedback Review		
Documentation Requirements and Remaining Action Items Completed		


Stages & Tools
HES Manager or Delegate
Change Manager
MOOC Coord./ Team
Senior Department Manager
Applicability
Local manager considering a personnel or organization change
Fill-out Change Summary - *Appendix I-A
*Appendix I-A
*Appendix I-B
MOOC Review Required?
No
Ensure the positions/ organizations affected are communicated, and if necessary, trained on the change
Yes
Appendix IV
Assign MOOC Coordinator & Team Members
Understanding
Appendix I-C & I-D
Train team on process
Gather info pertaining to the change
Evaluation & Planning
Update Appendix A's
II-A & II-J
Complete checklists to understand impact
Propose plan to resolve concerns
Appendix III
Appendix VI
Identify affected personnel & consult
Appendix III
Finalize action item decisions
Complete necessary action items
No
Required items completed?
Yes
Implementation
Appendix IV
Complete the Pre-Implementation requirements
Approve Change
Monitoring
Appendix IV
Post change review
Closure
Appendix IV
Maintain Documentation

RICHMOND REFINERY INSTRUCTIONS

APPENDIX VI

SAFETY **MANAGEMENT OF ORGANIZATIONAL CHANGE**

DIRECTLY AFFECTED EMPLOYEE MOOC CONCERN FORM

MOOC Title:			**Submit to:**	
Name of Submitter:			**On or before:**	

Describe how you are directly affected by the proposed change:

Item	Describe the Health, Safety and/or Emergency Response Concern	Describe the Facts, Circumstances and/or Conditions that are the Basis for the Health, Safety and/or Emergency Response Concern	Suggested Action Item(s) to Reduce, if not Eliminate, the Health, Safety and/or Emergency Response Concern
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

All documents submitted that communicate a health and safety concern shall be retained by the Company's Health, Environment, and Safety department.

Reviewer(s) and date: _____